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Naval Postgraduate School Foundation

NPS Foundation News

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2012

## NPS Foundation News / Winter 2012

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Winter 2012

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# NPS FOUNDATION

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# NEWS

WINTER 2012



## A Grand End to 2011

To kick off the holiday season, the NPS Foundation Grand Winter Ball was held Saturday, December 3, 2011, in the Barbara McNitt Ballroom of Herrmann Hall. NPS students, faculty, staff, and community members were in attendance for an enchanted evening. Honored guest and a new NPS Hall of Fame inductee, Dr. J. Phillip (Jack) London, Executive Chairman and Chairman of the Board of CACI International, was also in attendance.

The event was a celebratory affair but also reminded guests of the importance of what the NPS Foundation supports at NPS. Two featured areas were showcased. The first featured department was the Common Operational Research Environment (CORE) Lab, which is an innovation hub for cutting edge Irregular Warfare Research and Analytical Methodologies. The lab supports field operatives (operators) engaged in irregular warfare with visualized information on social-cultural dynamics. A demonstration of the data collection and visualization methods used for strategic intervention in places like Afghanistan and Colombia. Secondly, students who had participated in the NPS Foundation sponsored eWeek internships with Google and Serious Materials were on hand. They provided insights to what they learned and how the Foundation has impacted their career at NPS.

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2012 REGISTRATION IS  
NOW OPEN

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RADM Merrill Ruck, USN (Ret.)

# Message from the President Bill Warner



The Winter Ball has quickly become an annual tradition at the Naval Postgraduate School. It is a wonderful way to celebrate the holidays in grand style and thank NPS students for their service to our country. It is also a time to reflect on the many leaders that NPS produces, represented this year by the new inductees in the Hall of Fame - Jack London and ADM Stan Arthur. Thanks to all of you who joined the festivities in 2011 and made the Ball such a success. With the proceeds from the event, the Foundation was able to provide incremental funds to NPS for cutting edge research. This

year we are helping the Defense Analysis group - where Special Forces from the Army and Navy are truly at the tip of the spear. Innovation and creativity are essential to their success. We also are supporting the Materials Sciences/Physics group, which is helping protect our troops with remarkable new technologies. Their innovations on the battlefield are saving lives every day. The dedicated professors and students who are involved in these research efforts are changing the effectiveness of our war-fighter and are representative of the excellence of the institution. With your continued support, we can assist many other areas of promising research and make a difference for our national security.

# Message from the Executive Director Merrill Ruck



As we start a new year it is exciting to think of all the events we have to look forward to here at the NPS Foundation. We have started planning for our biennial President's Circle Retreat in Washington, D.C. This retreat brings together top military and government leaders in a forum where our donors can learn and engage with them. Details will be released to President's Circle members in the next few weeks. We have also begun initial preparations for the America's Heroes Charity Golf Tournament taking place August 14, 2012. The Foundation pours countless hours into making this tournament all it can be. Registration is now

open for the tournament online or by mail. Be sure to register early, we expect this tournament to sell out in record speed. Here's to a great 2012.

# NPS FOUNDATION EVENTS



## Can America Still Compete?

Quarterly Event Featuring Norm Augustine  
Retired Chairman and CEO of Lockheed Martin

On Thursday, September 22, 2011, NPS Foundation students, faculty, staff, and community supporters attended the NPS Foundation Fall Quarterly Event, *Can America Still Compete?* The event featured Mr. Norm Augustine, Retired Chairman and CEO of Lockheed Martin, who discussed what it will take for the United States to remain competitive in this age of globalization. Mr. Augustine was also the Fall Commencement speaker for the Naval Postgraduate School on September 23, 2011 (pictured above).

Mr. Augustine offered advice to NPSF supporters and students in attendance stressing, “Don’t forget the importance of ethics.” He explained that when doing business in foreign countries there are often places where bribes and kickbacks are part of everyday business and how contracts are won but we must hold true to our laws and ethics.

Mr. Augustine outlined steps to be taken as a country in order to remain competitive. He proclaimed, “Fixing our schools is absolutely essential if we are going to make any progress.” He went on to provide suggestions for improving education such as, “get teachers that are qualified to teach the subject they teach”. Mr. Augustine gave examples of teachers educating our students in subjects for which they do not even hold a degree. He also provided suggestions regarding capital gains. He proposed a 99% capital gains tax if an investment was held for three days while charging only a 1% capital gains tax on investments held for 15 years or more, as an example.

Attendees of the event were given the opportunity to not only listen to Mr. Augustine’s remarks, but to engage in an open discussion adding their own thoughts. Mr. Augustine said he was honored to be invited to speak at the school and for the NPS Foundation.



# NPS FOUNDATION RESEARCH



## Focus on Research

### Protecting U.S. Contracting Funds in Afghanistan By LCDR Matt Jacobs, SC, USN

In June of 2010, I was a by-name request by then Commander, International Security and Assistance Forces (COMISAF), GEN Stanley McCrystal, to serve on a U.S. Forces- Afghanistan (USFOR-A) joint, inter-agency task force (TF) chartered to ensure that money spent by the coalition is used for the intended purpose and that contract efforts are linked to implementing the counterinsurgency strategy effectively. As an active duty military faculty member within the Graduate School of Business and Public Policy (GSBPP), here at Naval Postgraduate School, this was a tremendous honor to represent the school and also to answer the call to duty for such an important mission.

As background, TF 2010 stood up in June of 2010 at the direction of the Chairman of the Joint Chiefs of Staff (CJCS) and COMISAF. The main goal of Task Force 2010 was to increase transparency of the flow of funds from the U.S. Government, through payments to prime contractors and on to a tangled network of subcontractors running several layers deep in some cases. Essentially, it's the understanding of who we are doing business with that best supports the counterinsurgency strategy. The composition of TF 2010 was designed to fuse all available information in U.S. government intelligence, law enforcement, and contracting networks, as well as financial data collected and analyzed by forensic accountants to

develop a common picture of where coalition resources are ending up. It's about the counter-insurgency and providing a sense of legitimacy of the stability operation effort but also about ensuring funding is not getting into the hands of insurgency, or power-broker networks, to buy weapons that can be used against us.

After joining Task Force 2010 in Kabul, Afghanistan in early August 2010, I was tasked to implement and oversee a financial forensics cell comprised of five contracted experts in the field of forensic accounting, a specialty practice area of accountancy that describes engagements, through the decomposition of financial records, that result from actual or anticipated disputes or litigation. Moreover, with respect to civil litigation, forensic accountants are involved in recovering proceeds of crime to include money laundering. This was the first time that the specialty of forensic accounting was applied to a military mission, and in this case, the counter-insurgency (COIN) mission in Afghanistan, the goal being to assist in providing a sense of legitimacy of the Afghan government in the hearts and minds of the local populace.

It's a very challenging landscape when you look at the amount of money being spent and it's the insufficient synchronization between contracting and COIN operations that often deprives the coalition of its most potent "non-kinetic weapon". To remedy this, TF 2010's main goal was to better link contracting with the desired COIN effects and the operational commander's intent. Since 2008, the U.S. government, to include the Department of Defense, U.S. Department of State, and the U.S. Agency for International Development (USAID), will have spent approximately \$550 billion in Afghanistan through 2012. Further, because of the geographical, logistical, and other challenges, over \$42 billion of the \$550 billion total figure was spent on contracts for services, supplies, and development projects through 2011. By developing greater visibility of the flow of contracting funds below the prime contractor level, TF 2010 was able to provide the operational commanders actionable information regarding contracting networks, money flows, and linkages in their battlespace.

The financial forensics cell, although extremely challenged by lack of access to financial records at the Afghan banks, was able to make some significant headway in the identification of money flows to the

insurgency as evidenced in the July 24th, 2011 article in the Washington Post. In fact, over the course of my year in Afghanistan, the financial forensics cell was able to analyze several hundred companies, contracts, contract modifications and cooperative agreements, and analyze several thousand bank transactions. Based on some of these findings, contractual actions were taken where appropriate and in addition, there are federal legal proceedings currently underway that include litigation to initiate forfeiture of assets in recouping some of our taxpayer dollars.

In addition to investigations and developing visibility on the flow of funds from U.S. contracts, TF 2010 also sought to reform contracting regulations, laws, and procedures due to the inability to legally rescind and/or void contracts if the prime and or subcontractor was determined to be connected to the insurgency, as well as lack of access to contractor and subcontractor records. As result of legislative proposals developed by TF 2010, in the fall of 2010, Congress included language in the 2012 National Defense Authorization Act that provides for authority for commanders to stop the flow of money immediately if it is determined a contract is with the enemy. This new legislation addresses all acquisition methods (contracts, cooperative agreements and grants), provides full access to records (prime and subcontractors), and allows retroactive application to contracts already awarded.

In summary, contract corruption in Afghanistan is an incredibly difficult and complex problem, but the effort of TF 2010 is one example of a step U.S. Forces in Afghanistan are taking to make a positive difference as well as working to become better stewards of our contracting investments on behalf of the Afghans and our taxpayers. In the end, I think the efforts of TF 2010 will serve to earn the trust and collaboration of the Afghan people through supporting synchronized and transparent contracting practices that reinforce COIN and promote sustainable economic growth for Afghanistan.

*About the Author: LCDR Jacobs is an active-duty military faculty member in the Financial Management department of the Naval Postgraduate School Graduate School of Business and Public Policy.*



# *Grand Winter*



*Save the date for the 20*  
*December*



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# NPS FOUNDATION

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## MEMBERSHIP



## I'm a Member

Major General Ibrahim Sani

Director Telecoms (C4 Systems)

Nigerian Army

*How has your NPS education benefitted you in your career path?*

The most important was the negotiation between the ECOWAS Presidential Committee, for which I was later made the head of the military component, to negotiate with the military rulers of Guinea who took over power after the demise of their elected President. The task of the Committee was how to move Guinea out the pariah nation it became as a result of military takeover. I applied Cialdini Principles which I learned in the course taken by Dr. Suzan Hocevar - Strategies for Building Consensus. I also applied a lot of new terms learned from the special operations courses in my write ups, peacekeeping operations and policy suggestions, to appropriate superior authorities. The education tremendously assisted me in reviewing the curriculum of the Nigerian Army in the War in the Information Age (taken by Professor Arquilla) and COIN/CT (by Profs McCormick and Mike Freeman) which is under consideration. I also contributed to issues during the Annual Senior Officers Seminar (ASOS) annually held at Geneva Centre for Security and Policy where participation is drawn from the European forces commanders, NATO, Middle East and

many other nations. Specifically, my contributions were on constructive engagement, positive inducement to gain the local support, and the utilization of the role of Islamic clerics in countering selfish interests of the terrorists which they often associate to faith of the people.

*What advice do you have for the current students in NPS?*

My advice is that they must read and understand the entire curriculum they are undertaking very well and use the opportunity of tapping knowledge from the highly experienced and skilled members of NPS staff. The knowledge acquired in NPS is very handy when it comes to solving/coping with wicked problems.

*Why did you choose to be a member of NPS foundation?*

I gained a lot from NPS and I am very proud to be an alumnus of NPS, as such, anything that is associated with the advancement of NPS is a must for me.

# NPS FOUNDATION

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## NEWS



## NPSF Supporters Experience Navy SEAL BUD/S Training in Coronado

Navy SEALs have been in the forefront of the media over the past months, thanks to the heroic actions of SEAL Team Six and their assault on Osama Bin Laden's compound in Pakistan. Rarely do NPSF supporters get to see the SEALs in their element, but this past October, several supporters had the opportunity to visit the Naval Special Warfare Center in Coronado, California to learn more about the U.S. Navy SEALs. Coronado is home to the Basic Underwater Demolition/SEAL (BUD/S) training which is a six month training course that Navy SEALs complete. BUD/S consists of three grueling phases that test participants to their limits. Not all who attempt the course will successfully complete it and become a Navy SEAL.

While in Coronado, guests got a better idea of who SEALs are, how they become Navy SEALs, and what the SEAL teams

do to accomplish complex, dangerous missions worldwide. Guests toured BUD/S, observed students running the obstacle course, visited the medical facilities, met SEAL Team One and the Special Boat Teams. They also received a "NSW 101" brief from the Operations Officer of the Naval Special Warfare Center who is an NPS graduate.

Guests were also able to have several hands on experiences while in Coronado including firing weapons on the indoor range and a Rhibs (Rigid Hull Inflatable Boat) ride in San Diego Bay.

To learn more about future trips to Coronado, please contact Merrill Ruck at (831) 656-2427 or [mwruck@nps.edu](mailto:mwruck@nps.edu). Another trip is tentatively planned for April 2012.

# NPS FOUNDATION

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## NEWS

### Registration is now Open for the 2012 America's Heroes Charity Golf Tournament

The young men and women who protect our country deserve our support as they recover from injuries sustained protecting our freedom. Through partnerships with several wounded veterans charities, the NPS Foundation and our supporters are able to make a difference in the lives of veterans recovering from Post-9/11 combat injuries by participating in the America's Heroes Charity Golf Tournament. The past six tournaments combined have raised over three million dollars for wounded veterans. The tournament will take place at the exclusive Monterey Peninsula Country Club in Pebble Beach. This private, member-owned club, has opened its doors annually to our tournament thanks to the generosity of its members. For a fee of \$750 per person you can take part in the golf tournament, reception, dinner, and auctions, and provide a significant donation to the cause. Non-golfers and spouses can take part in the reception, dinner, and auctions for the cost of \$100 per person. This popular event sold out several months early last year, so do not miss your chance to take part in this event. Corporations can also participate in the event through golf sponsorship packages. For more information on registration and corporate sponsorship, visit our website at: [www.npsfoundation.org/americas\\_heroes](http://www.npsfoundation.org/americas_heroes)

## Fall 2011 NPSF Awards

Each quarter the NPS Foundation presents financial awards to deserving students and faculty of NPS. Listed below are the Fall 2011 Graduation Award Recipients. Congratulations to all of the winners.

Outstanding US Air Force Graduate Award - Capt Zoltan L. Homonnay, USAF

International Student Award for Excellence in Regional or Security Studies - LTC Niels Buechi, Army Switzerland

Louis D. Liskin Award for Excellence in Regional Security Studies - LCDR Joshua W. Hensley, USN

Carl E. and Jesse W. Menneken Annual Faculty Award for Excellence in Scientific Research -

Professor Hong Zhou

The Louis D. Liskin Award for Excellence in the Graduate School of Business and Public Policy -

Ms. Laura K. Nicholson, Dept. of the Navy

The Louis D. Liskin Award for Teaching Excellence in the Graduate School of Business and Public Policy -

Prof. Douglas A. Brook

The Pat Tillman Leadership Award - MAJ Arleigh W. Dean, USA

The Hans Jones Award for Excellence in Thesis Research in Special Operations - MAJ Justin Hufnagel, USA; MAJ

John Beigh, USA; and MAJ Curtis Snider, USA

The LCDR David L Williams Outstanding Instructor Award - Lecturer Jeanne Giraldo

Astronaut Michael J. Smith and Astronaut William C. McCool Astronautics Award - LCDR Sarah F. Michael, USN





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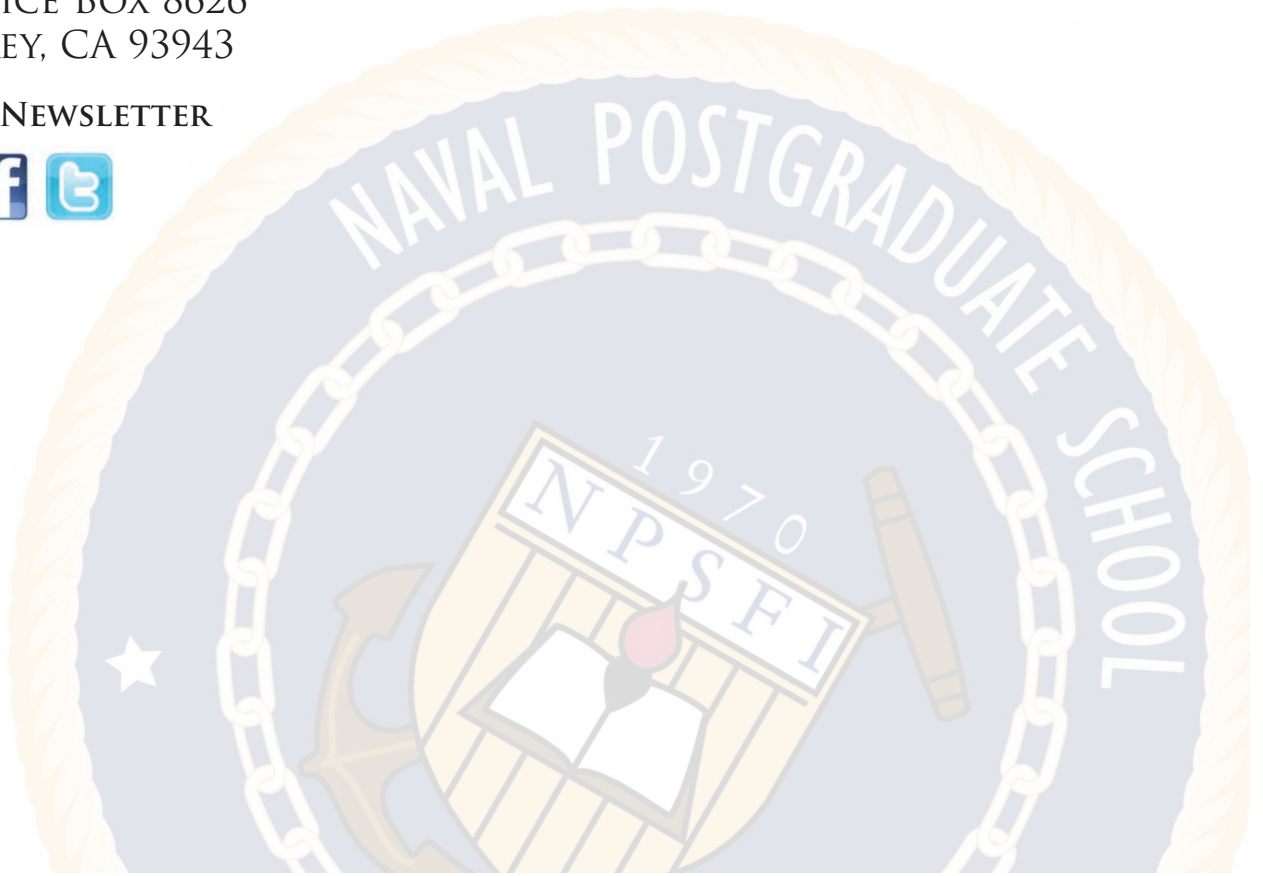
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WINTER NEWSLETTER



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